



The Definitive Guide to Mentoring

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ABOUT TODD HERMAN

Personally I am:

- A husband to a beautiful, smart and financially sharp woman, who really wants a third baby (unfortunately we haven't mastered two),
- A father to two little girls, who aren't very good sleepers, giggle a lot and are obsessed with 'horseys' and merry-go-rounds,
- A daily letter writer. I've written over 3600 personal letters to people. (5 a week since I was 23),
- A farmboy from Schuler, Alberta, Canada.
- A New Yorker, living in Chelsea.

Professionally I:

- Created the 90 Day Year. A program for business owners who are frustrated with their level of performance and want to learn art & science of execution.
- Failed at several businesses. (Some were spectacular failures where I lost my entire life savings.)
- Worked all over the world. 82 countries total.
- Coached thousands upon thousands of athletes on developing their mental game.
- Advised & Mentored hundreds of business owners on high performance and personal leadership.
- Built a software company.
- And, I'm not done yet...



A Note From Me

Facebook, one of the most valuable companies in the world is now worth \$245 billion (source: CNN June 2015), knocking WalMart out of its place in the top ten. It makes Mark Zuckerberg, co-founder and CEO, one of the world's youngest billionaires by the age of 31. So, the \$245 billion dollar question is: *what's his secret?*

Zuckerberg has entrepreneurial DNA, vision and grit in abundance, yet even a top CEO focuses on this key to maintaining that lead: mentorship.

You might not have the rolodex of celebrity mentors that Mark Zuckerberg has access to but there's a simple truth that will catalyse your success: seek out insight and influence of a credible mentor.

My Mentorship Experience

Almost 20 years ago, my uncle was getting an award in Canada for "Construction Person of the Year" and he invited me to come with him to the event.

It was set in the beautiful Canadian Rockies at a resort in Banff, Alberta.

When we arrived at the event, we were ushered to the head table, where I was able to rub elbows with construction elite. I struck up a conversation with the man sitting next to me, and we were locked in conversation straight away.

It was mostly me blabbering on about what I wanted to do, not because I wanted to dominate the conversation, but because he was asking me so many questions.

I had just won a leadership and customer service award for the restaurant chain I worked for and the gentleman was grilling me about how I did it.

He was asking me about, what my goals were... how I planned to leverage the award... and what else I could do to improve my

skills.

It was the first time someone had taken such a keen interest in my future, who wasn't my family.

I finally asked him what award he was getting that night.

He laughed and said, "I'm not getting an award. I'm the keynote speaker."

I apologized for being so dense, but he assured me it was okay. And it was at that point he was introduced, he got up from the table and walked over to the podium.

The next 55 minutes I was mesmerized.

I'd never heard anyone deliver such simple and obvious principles for leading a good life and being a leader.

He had a poetic way of delivering a message that sunk deep into your psyche.

After he was done, he got a standing ovation and sat back down next to me.

I turned to him and said, "You're amazing! That's the greatest thing I've ever heard."

I told him that I had always wanted to 'speak' for a living and I was thinking of growing my business using that strategy.

He said, "Ok. Here's what you do..."

He outlined three things for me to do on Monday morning and once they were done to give him a call.

When Monday morning came, I finished all three tasks by 1:00 PM and immediately called him and left a message.

He called me back the next day and said,

"Son. I've made that offer countless times. But you're the only one that took action and called back so quickly."

He continued, "If you're willing to always take action, I'll be willing to help you reach your goals."

That man was, Jim Rohn.

For over a decade he quietly pushed me to do more, be more and serve more.

He didn't want recognition, but he asked me to do the same for others when I was at a point to help.

Jim's mentorship drastically altered the speed of my wins because he helped me get out of my own way, steered me around obstacles and introduced me to better quality people.

That experience and the experience I had with another mentor, Harvey Dorfman, shaped my view on mentorship. There's an extraordinary untapped value sitting in the world, because people aren't actively seeking mentorship and people in the position to mentor, aren't being asked or aren't offering.

I hope this little guide book helps you with whichever side of the fence you're on.

Remember: Success leaves clues so why don't you just follow the breadcrumbs...

So, who is it for?

This guide is for the go-getters. Anyone with the drive, the vision, the grit to succeed. This is for you whether you're looking for a mentor or to be a mentor.

In the words of poet Robert Frost, a mentor is "not a teacher, but an awakener."

This is a guide to getting clarity for what you want from mentoring, how to establish and develop a relationship, and the tools, resources and framework to help you.

Who is this Not for?

This guide is definitely not for someone who isn't coachable or teachable. It's not for someone who doesn't understand the concept of give and take. And it's definitely not for someone who thinks someone who has had success, somehow owes you something. (I've had far too many emails from people thinking that guilt-tripping me is the path to a relationship.)

And finally, this is not for the person who will quit at the first no or the first moment of resistance.

If there's one thing I know to be true, timing, is the key to great relationships. Occasionally, it's just not the right time for someone to mentor or be mentored. So stay positive. Take action and great things will flow your way.

Okay my friend... let's dive in.



Table of Contents

| | |
|---|-----------|
| So, what is a mentor? A definition..... | 8 |
| Mentoring: who needs it? | 12 |
| The Mentoring Life Cycle..... | 15 |
| PREP-STAGE: The Trigger..... | 17 |
| STEP 1: The Match | 21 |
| STEP 2: The Exploration..... | 27 |
| STEP 3: The Closure & Re-Imagining | 30 |
| Troubleshooting Tips | 33 |
| How To Be Valuable To Your Mentor..... | 35 |

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**MENTORS, BY FAR,
ARE THE MOST IMPORTANT
ASPECTS OF BUSINESS.**

”

— DAYMOND JOHN



So, What Is A Mentor? A Definition

**“A single conversation across the table with a wise man is worth a month’s study of books”
- Chinese Proverb**

Approximately 71% of Fortune 500 companies offer mentoring to their employees. In a workplace setting, the idea is to attract, motivate, develop and retain people, and increase their productivity.

But what about the entrepreneur? The often lonely world of entrepreneurship can get even greater value from mentoring as a way to gain perspective, develop new solutions, foster new networks and generate new ideas. Sounds good, right?

But let me sum it up as it’s a term that can be a little misunderstood.

The mentoring relationship is a *collaborative* partnership between a *mentor*, who’s seen to have greater knowledge, skills and experience, and a *mentee*, who is looking to increase one or all of these areas. It is an equal relationship of trust, guidance and support.

Key word there is it’s *collaborative*, not a one-way street. For both the mentee *and* mentor, there’s value in learning together, even though they may have different levels of experience.

The benefits to the mentee:

- Guidance and fresh perspective
- A safe space to try out new ideas
- Help with problem solving and difficult situations
- Personal reflective space
- Improved skills
- Greater self confidence
- Access to new networks and learning sources

The benefits to the mentor:

- Improves and refreshes a mentor's skills and experience
- Gives new insights into mentor's own working relationships
- Satisfaction of seeing someone else grow
- An opportunity to be challenged
- An opportunity to lead and inspire someone ambitious
- Opportunity to take time out and reflect
- Fresh perspective

Mentoring Misconceptions:

Let me debunk some of the myths to shed a little more light on mentoring:

- **Myth: It's a one-way relationship**

Mentors often see it as a privilege to be asked and entrusted by someone - frequently they'll have seen the benefit from being the mentee in the past so happy to *pay it forward*. But they often gain more from it than the 'feel good factor'. Mentors can get a fresh perspective from working with someone. They learn new things and get new ideas from teaching. It challenges their own ways of working and thinking. It can be a great morale boost to recognize how much they know. It's mutually beneficial.

- **Myth: You have to find the perfect mentor**

Maybe in the days of having a job for life, one mentor would have effective in guiding you throughout your career BUT now the world of work is much more dynamic and fast-paced and learning needs change FAST. Having a network of mentors can bring a rich mix of ideas and experience.

- **Myth: It's for amateurs and those just starting out**

People at any stage of their professional journey can benefit from mentoring. It's not just about someone older and wiser advising the young 'go-getter'. It comes down to a little self-assessment. What challenges are facing you? And do you have the skills, the network and the resources to tackle it? If no, a mentor may be a real asset.

- **Myth: It's a long-term relationship**

Advice and guidance may be more relevant where there's an established relationship and insight into the mentee but a mentoring session *can be* short-term and have a 'when you need it' agreement. You don't need to wait until you have something substantial to work on. It can be an informal relationship, one where you're comfortable to simply say: *I'd love to get your advice on something...*

- **Myth: It's time-consuming**

Mentoring comes in different shapes and sizes. There is no one-size-fits-all solution. The key is to establish an understanding of expectations at the start of the relationship - both the mentor and mentee - and that includes how long the relationship will last and how often you'll meet. It doesn't need to be time-consuming. Few people will have spare hours to devote to a mentoring partnership but if both people see the value and agree how it will work, it can be well worth *making* the time.

- **Myth: It's a face-to-face process**

Yes, frequently mentoring is done in person, eyeball to eyeball. There's a lot to be said for the 'old-fashioned' way of doing business over a coffee. But it doesn't have to be so. We're in a digital age so mentoring can be anytime, anywhere.

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**A MENTOR EMPOWERS A
PERSON TO SEE A POSSIBLE
FUTURE, AND BELIEVE IT
CAN BE OBTAINED.**

”

— SHAWN HITCHCOCK



Mentoring: Who Needs it?

I'm a huge history nerd. It annoys my wife, because when we're traveling around the world, I'm the person asking the tour guide or driver a hundred different questions about the area.

I also love to consume biographies and auto-biographies.

(Side Note: If you're the type of person that reads a lot of self-help. Switch to biographies. There's a lot more value in seeing a person's full journey than a curated perspective.)

And while reading all of those stories you see just how frequent a mentor played in the success of great achievers.

Alexander the Great had Aristotle, King Arthur of England had Merlin, Martin Luther King had Dr. Benjamin Elijah Mays, Steven Spielberg had Stanley Kubrick, Eric Clapton had BB King.

It tends to be a bit of a buzzword in HR departments for large organizations now but it is not a new concept. Centuries ago, artisans learned their trade through apprenticeships in bread making, carving, blacksmithing, working for little (or no) pay but to hone their skills under the guidance of their master.

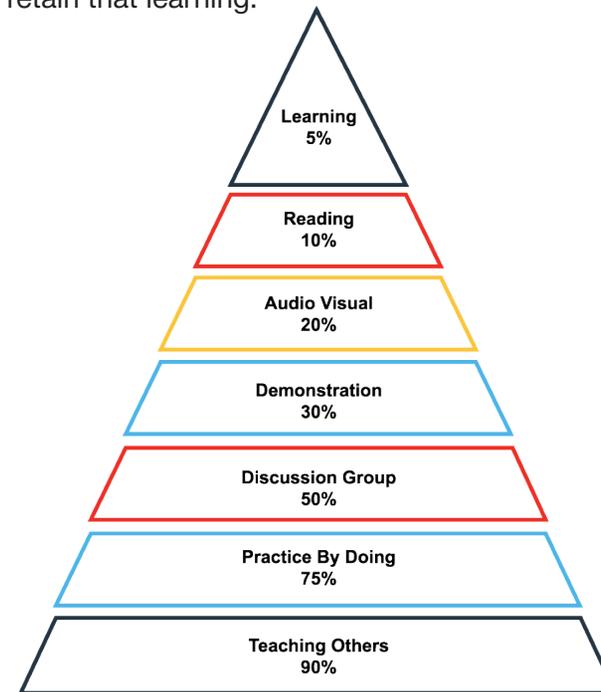
The industrial revolution then changed the master-apprentice relationship into one of employer and employee. But now, it's changed again - mentoring now is a much more equal relationship where it's not just 'take, take, take' from the mentee but a mutually beneficial relationship.

Research studies have proven mentoring as predictor of

success—both the external measures such as earnings, status and recognition, but also the inner game of career satisfaction, perceived success and attitude to their professional future.

But why is mentoring seen as one of the keys to unlocking performance?

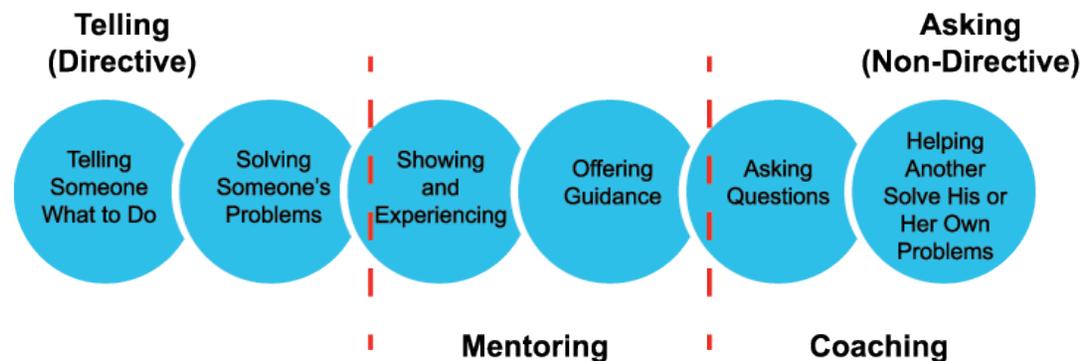
Well... It comes down to a little science: how we learn and how long we retain that learning.



(Source: Based on the work of the National Training Laboratories Institute for Applied Behavioral Science)

Take a look at this model which shows different learning methods and long-term retention rates. Most people will retain only 5% of what they hear - think back to lectures at school and this might ring true for you, too. Reading will give you a slightly greater chance of retaining the information but it's still pretty low on the scale. It's actually all the ways that are passive where retention levels are lower. But when people start to become more actively involved in the learning - in discussion or actually doing the thing - that's when those new skills or information are sticking.

Being *told* what to do gets the job done. But the richness is in showing not telling. Take a look at the diagram below: on one end of the scale is the *telling* / doing it for them, on the other is the non-directive style of leading someone to solve their own problem. Mentoring is somewhere in the middle - it creates a safe place for the person to take on advice and guidance and learn by doing.



It's like the old proverb: *give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime*. The mentor may advise on kit, make suggestions on where to fish, how to bait, but at the end of the day it's the mentee who will be casting the line and hoping to get a bite.

The mentoring relationship helps someone learn by doing - getting actively involved in developing their skills, knowledge or experience with support, something they couldn't necessarily have done alone.

Mentoring becomes a catalyst where tremendous change occurs.

So, who needs mentoring? Apparently "everyone who makes it, has a mentor." (Collins & Scott 1979) Want to 'make it'? Get a mentor. (At least one - but more on that later).

**“ ONE GOOD MENTOR CAN BE
MORE INFORMATIVE THAN
A COLLEGE EDUCATION AND
MORE VALUABLE THAN
A DECADE’S INCOME. ”**

— SEAN STEPHENSON



The Mentoring Life Cycle

The 3 Stages of Mentorship

Earlier I mentioned a common misconception, that there's no end to the relationship and it can put off the commitment-phobe.

But I want to show you a very definite process to mentoring. One that I've used and have shared with my private clients who may run massive companies or entrepreneurs looking to start a legacy of giving back.

There are three common stages that each mentoring relationship will move through, with a prep stage happening before it all:

Prep-Stage: The Trigger

1. The match
2. The exploration
3. The closure & re-imagining

Let's dive into each of these deeper...

**“ A LOT OF PEOPLE HAVE
GONE FURTHER THAN THEY
THOUGHT THEY COULD
BECAUSE SOMEONE ELSE
THOUGHT THEY COULD. ”**

— ZIG ZIGLAR



PREP-STAGE: The Trigger

So, in a workplace it's often because it's part of the development program or a formal scheme. Outside of the structure of a corporate gig, the trigger often times is the result of introspection (consciously or subconsciously) that shows up a need - for more skills, more experience, a broader network. This is true for both the mentee and the mentor.

Surprised? Mentoring can be misunderstood as something that the mentor has to have their arm-twisted into getting involved in. The truth: the mentor can get as much out of the relationship as the mentee and it all starts with *their* trigger and what they want to get out of the relationship. This is often things like:

- Enhancing mentoring skills for their own business.
- As a way of sharing and reflecting on their own development.
- As an opportunity to learn from someone else with different experience / background / perspective.
- The fulfilment of being a part in someone else's success.

For the mentee, when it comes to preparing to be mentored, it helps to think:

- What are you looking for?
- What type of help do you want? This will guide the search for the right type of mentor for you:
 - A guide
 - A constructively critical friend
 - A counsellor
 - A networker
- Get clear on your goals for the relationship? What would be your ideal outcome?
- Be honest about your starting point using the self-assessment guide below...

Preparation Checklist

- Are you clear on your priority / the main goal you're seeking support with?
- What do you want to change/develop from where you are now? Write down your goals for 3-months, 6-months 1-year
- What are your strengths? What can you *bring* to the mentoring partnership? (Knowledge, skills, experience)
- Where are your gaps / development opportunities?
 - Knowledge (list)
 - Skills (list)
 - Network (list)
 - Personal (list)
- What are you looking for in a mentor:
 - Learning: skills knowledge, industry/job insight, experience
 - Professional development: sponsorship, clarifying goals and next move, showcasing achievements
 - Personal: counselling, moral support, role model, confidante
 - Attitude
- What are my expectations of the mentor / our relationship?
 - Frequency of meeting
 - How: face-to-face or other
 - Duration of the partnership

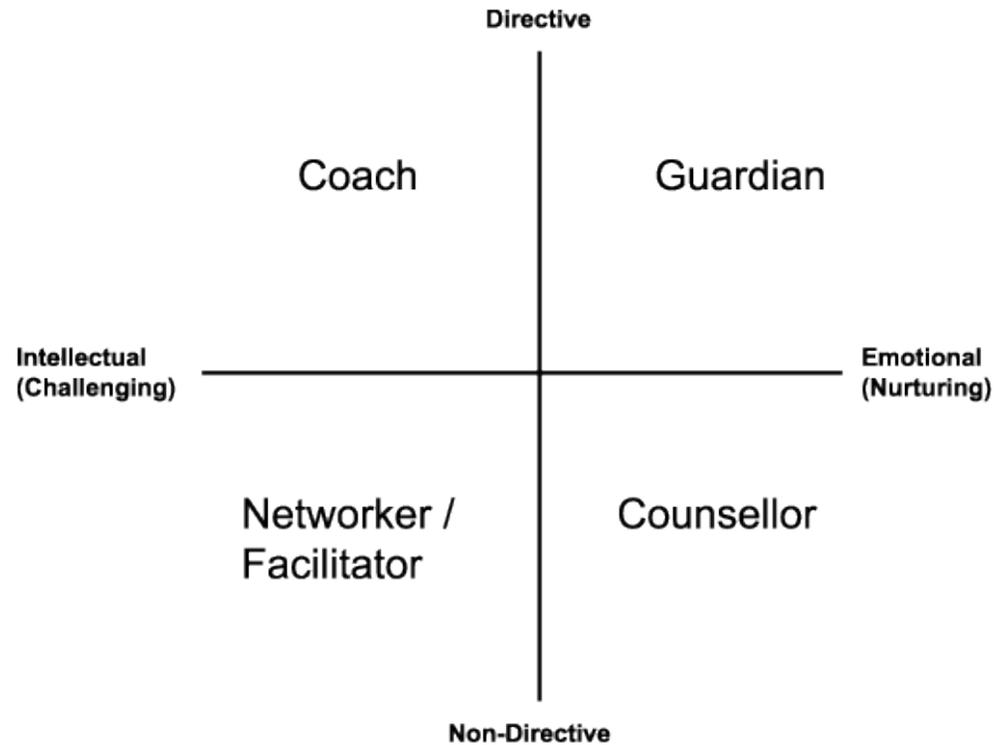
This stage is all about clarity. Doing the groundwork at this stage will make the next stage - seeking out and connecting with potential mentors - so much smoother.

How to find the right mentor for you:

So, you're prepared. You've considered what you want to gain and bring to a mentoring relationship. Next step is finding the right one for you. Look back over your checklist and imagine the *ideal* person with the knowledge, skill or experience you're looking to develop. Who is already at your desired destination? Where would you find that person? Is it a particular profession, community

or company where you would find them? Look through your own network, or use your network to tap into theirs. You may find your ideal mentor at three or four degrees of separation so be prepared to ask around for recommendations.

It's also worth thinking about what *style* of mentorship you'd like. Take a look at the model below: are you looking to fill an intellectual need or an emotional one? Do you want direction or guidance?



Getting clear on your goals for the mentoring relationship from the outset will ensure you're well matched and makes for a stronger mentoring relationship.

“ THE DELICATE BALANCE OF MENTORING SOMEONE IS NOT CREATING THEM IN YOUR OWN IMAGE, BUT GIVING THEM THE OPPORTUNITY TO CREATE THEMSELVES. ”

— STEVEN SPIELBERG



STEP 1: The Match

Like any other relationship, mentoring won't be successful unless it's a good match. A match in skills, interests, development needs and *compatible personalities*. Susan Amat, University of Miami lecturer and executive director of The Launch Pad - the university entrepreneurship program - suggests having an “e-Harmony kind of mindset” at this stage. She says: “[Mentors] are not going to invest their time, energy and resources — and, quite frankly, their emotional side — into developing somebody who they don't like.”

So, where to start so you get it right?

Let's assume that you've completed the checklist in step one and you're crystal clear on what you're wanting out of a mentoring set-up *and* your 'wish list' of who that might be. How do you make that initial approach?

When it comes down to basics, everyone wants to feel significant. To make the *best* first impression it's worth doing your homework. Before the approach, be genuinely interested in finding out a little more about your prospective mentor. Discover what their interests are, check out their background and experience, seek out their big successes and achievements they're proud of. It's said that whenever President Roosevelt was expecting a visitor, he would stay up late the night before to read up the subject that he knew his guest was interested in. The lesson? Find common ground and suss out what makes that person tick - on the surface level, at least.

Then you're set for the approach itself.

The initial contact is to foster a relationship of some kind. And here's where it pays to know *the person* you're talking to. It's not about stroking their ego but to express a genuine interest in them: their profession, their experience, their achievement, their passion project. Keep it specific and relevant to your approach.

Then be clear on the reason for your contact. Your objective at this stage is aim to schedule a meetup for coffee or a Skype chat. Be clear that you're seeking mentorship but have a specific situation to discuss/seek guidance on. (I'll elaborate on that in a moment.) Don't be afraid to showcase what you can bring to the table so you demonstrate what they might get out of the connection too.

Here's an example of something I call "The Mentor 2-Step" (Don't forget I'm a country kid at heart):

It works like this, your first email is to simply establish a line of communication and express gratitude for some achievement or accomplishment.

SUBJECT: Your recent [article/speech/research/interview] inspired me...

Hi [name]

I was really inspired by your recent [article/keynote speech/ interview with X / research] and wanted to thank you for your [story/insights/experience shared].

[Now name something specific you gained from whatever you're referencing.]

[End with another short expression of gratitude.]

[Your Name]

What you'll notice from that email, is there's no request for anything.

The biggest mistake people make when reaching out to influencers or power players, is they make it all about themselves.

That person doesn't owe you anything. But if you send a genuine expression of appreciation, you might be able to start a dialogue with that person.

And the dialogue could result in a formal relationship or mentorship.

BUT. It starts with you not asking for anything.

If the person responds to your email (which is surprisingly likely), you could follow up with another email that could offer help.

Why offer help?

Because if you followed up with a request for time/lunch/coffee/advice, it would come across as a trap.

Think of it from their perspective. They just received a nice email from someone, responded and now that person is asking for their help in some way.

It seems contrived.

But if you follow up with an offer of help, you separate yourself from the masses of people hitting their inbox EVERY single day asking for something. Instead. You're contributing.

When I reached out to one of my mentors, Harvey Dorfman. I knew he was a busy solo-practitioner running a successful mental game coaching business. He had multiple best-selling books and was a sought-after coach to the highest calibre baseball players in the world.

Because he's in that position, I figured he probably had a bunch of different projects he just couldn't find the time to work on.

So when I reached out to him, I offered my time and help. I told him I'd do research for him and generally anything that could free up some of his time to complete some of his goals.

I wanted to help him. And by helping him, I'd help myself.

At first, he was a little confused and wanted to know what my 'angle' was, but I genuinely told him I admired his achievements and philosophy. And felt I could learn a lot by just being around him.

So he agreed... and the rest is history.

He transformed the trajectory of my career and I got to witness first-hand a true pro, meet with his clients and coach them on the inner game.

No book could have ever given me that perspective. Plus, he started funneling pro clients my way, because he trusted me.

Having his vote of confidence did wonders for my confidence and allowed me to side-step hurdles I never had to deal with.

Okay. Let's get back to you now.

When the person you reached out to responds, send them back an offer of help. BUT make it easy to say yes too...

For example:

[Name], it's great hearing back from you, and you're welcome.

I know you're exceptionally busy, which means you might have projects or goals that slip off your overloaded plate all the time.

If you need any help with [insert your skills or areas of expertise], I'd be happy to jump in and help you.

Your [work/message/research/product] is powerful and I'd love to contribute in any way.

Let me know if any of my abilities could help you right now. (And I'm not soliciting work. I genuinely would like to support you.)

-[Your Name]

Can you see how that comes across VERY differently than:

“Hey, can I pick your brain/get you to mentor me.”

Any time you initiate an interruption in someone's life. Make it valuable for them and you'll stand out in a sea of 'gimme gimme gimme'.

A Quick Note:

Just because I gave you an example of an email as a means of reaching out to someone. It doesn't mean that it's the only way to strike up a relationship. There are literally dozens upon dozens of ways to get on someone's radar.

Like:

- Events,
- Purchasing their products or services,
- Writing about them,
- Sending a hand-written note,
- Creating a custom video for them,
- Sending an over-sized box or gift to get their attention,
- Using your own network to get a connection, (start here!)
- Implementing what they've taught and letting them know how well it worked for you

Those are just a few of the things you can do...but use your imagination. I once sent someone a toy stuffed fish the size of a shoe-box with a note attached to it saying:

“I’m like a fish out of water waiting for the opportunity to talk to you about the ‘xyz’ initiative you have starting soon.”

I was called back the next day by the CEO, demanding I come in immediately to meet.

If there’s one thing to keep in mind when reaching out to someone.

Offer value.

“

**SUCCESSFUL PEOPLE
NEVER REACH THEIR
GOALS ALONE.**

”

— UNKNOWN



STEP 2: The Exploration

The exploration stage is all about the mentor pushing the mentee to challenge their limits and show them new ways of thinking, executing on their goals or developing their skills.

Remember, mentorship is very different than coaching. A coach might not have any experience in a specific area, but may have excellent listening and ‘question-asking’ skills.

A mentor, on the other hand, has ‘been there’, ‘done that’ and can actually show you how to do something.

Mentorship is more aligned with apprenticeship than it is coaching. Henry Ford said: “If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from that person’s angle as well as from your own.”

And the best way for a mentee to gain the point of view of a mentor, is to do what they’ve done.

The mentor can often times challenge you with ‘homework’ or tasks to complete, which by their very nature pull you closer to the mountain top.

During the time I was mentored by Harvey Dorfman, he would challenge me to record my mental game coaching sessions. Then I’d have to send them to him for critique.

Half the time I was petrified to hear what a master like Harvey would think of my style. But each recording gave me more and more structure. And each piece of direct feedback, gave me more and more confidence.

Ultimately, it produced greater results for my clients AND it allowed me to have an impact in a shorter period of time.

When Jim Rohn had me record my speeches and send them to him, I would get insights into the process of how he structured his thoughts. He was a master at metaphor and analogy. And used it to deliver timeless messages.

But I would’ve never been able to get those insights without me doing the work first.

He would also guide me on the mistakes I was making in my speeches which diluted my message. That type of feedback can only be given by someone who’s put in the work. Been on the field. And toiled away at the craft.

The Exploration Stage can take time to develop, because the key ingredient making this stage successful is Trust.

When trust is developed, honesty happens.

I remember one time when I was lamenting over the loss of a contract to Jim and he said to me,

“When do you think someone becomes an adult?”

“I don’t know... I never really thought about it.”, I said.

“You become an adult, when you start taking personal responsibility for EVERYTHING that happens in your life. And I can tell you that you’ve been doing a little too much complaining lately”, he blistered back at me.

Those words hit me straight between the eyes. We had a lot of great moments and he helped me out in countless ways. But I’ll never forget that moment, because, A) he was dead on right, and B) I felt like I disappointed him. And I never wanted to feel that way again.

And THAT’s the power of a great relationship. Rising to a new level because of the magnetic power of your mentor’s character, integrity and wisdom.

Here are a few Killer questions for the mentor:

- Let’s look at the pros and cons of this option
- How can I help you to achieve X?
- So, you’re going to do Y. Is there anything else you need to do first?
- What other resources might you need?
- Who might be able to support you?
- When and how will you review your success?

The mentor helps guide the mentee through options, some they might not have been aware of yet, and helping weigh each option up.

As always though... a plan isn’t any good without action. It’s up to the mentee to put things into action and get the wheels in motion.

**“ COURAGE IS WHAT IT TAKES
TO STAND UP AND SPEAK.
COURAGE IS ALSO WHAT IT
TAKES TO SIT DOWN
AND LISTEN. ”**

— WINSTON CHURCHILL



STEP 3: The Closure & Re-Imagining

The final stage to a mentoring relationship may take years to get to, or it may take a few months. Every relationship is different.

But you'll know when you've arrived, because it seems like a natural place to possibly stop or re-evaluate the nature of the relationship.

A few years ago I was mentoring a man breaking into the sports coaching world. We had spent about 18 months together and over that time his success exploded. There was a point during one of our meetings that I said to him,

“You don't need me anymore. You've reached a summit and there aren't too many more things I can mentor you through. It's time I give that attention to someone else.”

He agreed. And he's gone on to mentor others now, which has been extremely rewarding for me to see. We've also collaborated on things together and become peers, instead of mentor-mentee.

And, that is the ultimate destination.

The re-imagining of your relationship and the growth to the point where you're more colleagues, peers or friends, than teacher-student.

The key with this final stage is to end it like it started. With a clear direction and purpose.

Some keys to the Closure and Re-Imagining Stage are:

- Both the mentor and mentee agreeing their set goals and expectations have been met
- Reflecting on the relationship
- Evaluating the time spent together: what worked, what didn't
- Celebrating progress
- Closure and plans to follow up in the future

The savvy mentee will make a point of expressing their gratitude for the time and energy given by the mentor.

It may be my farm boy upbringing, but remember, it's polite to say thank you. Share with your mentor what you've gained from the relationship and what you valued most. It ties up the relationship and encourages the mentor to continue to share their wisdom.

**“ MENTORING IS A TWO-WAY
STREET. YOU GET WHAT
YOU PUT IN. ”**

— STEVE WASHINGTON



Troubleshooting Tips

Hold up, it's not working. They say in a relationship '*honesty is the best policy*' and this relationship is no different.

Two individuals brought together. Sometimes it will work, sometimes it won't. If, for whatever reason, it's not meeting expectations on either side, recognize it.

Here are a few top tips on how to move on when things have run their course:

- Be open to a discussion about it. Have there been changes to original expectations on either side? Can it be remedied? In many cases, a frank conversation can get things back on track.
- On the other hand, if it's a non-starter acknowledge it rather than prolonging the inevitable.
- Be specific about what *has* worked, as well as being honest about what's not. No matter what the cause of the relationship breakdown, acknowledge what has been on value.
- Be objective: Realize that circumstances may have changed or expectations weren't set correctly from the outset. Don't get into the blame game.
- Keep the door open. You never know how your paths may cross in the future so bring the relationship to a close with grace.

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**A MENTOR IS SOMEONE
WHO ALLOWS YOU TO
SEE THE HOPE INSIDE
YOURSELF.**

”

— OPRAH WINFREY



How To Be Valuable To Your Mentor

I've said a few times throughout this guide, the mentor-mentee relationship has an unwritten rule - that there is reciprocity in the relationship. There is a value to both. But there are ways the mentee can go above and beyond to really stand out as someone of value to their mentor.

Here are my top tips:

- Share the success stories as a result of their mentorship. This not only keeps you connected and gives them that *feel-good factor* of knowing they've helped you on your way BUT it also gives them something tangible to add to their 'success' list.
- Look for opportunities to *create* opportunities for your mentor. Know their business, their interests and their goals and seek out people in your network who'd be good to connect them with.
- Share things of interest. Again it stems from you knowing their vision as well as they know yours, but share articles, lectures, studies, new connections that are relevant to their goals.

There's also the growing trend of *reverse mentoring*. In the report *The 2020 Workplace*, Meister and Willyerd talk about reverse mentoring in which a more junior person advises a senior person on things like new technology. Or, Alan Webber, co-founder of Fast Company, puts it like this: *"It's a situation where the old fogies in an organization realize that by the time you're in your forties and fifties, you're not in touch with the future the same way the young twenty-something's. They come with fresh eyes, open minds, and instant links to the technology of our future."*

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**YOU CAN'T PUSH ANYONE
UP THE LADDER UNLESS
HE IS WILLING TO CLIMB
HIMSELF.**

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— ANDREW CARNEGIE

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